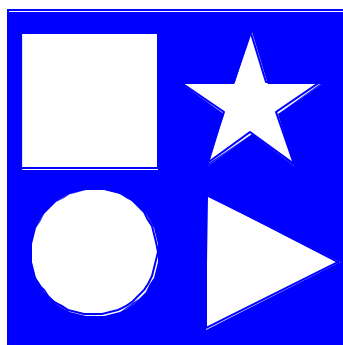


The Workplace Diversity Network

A Joint Project of the National Conference for Community & Justice and Cornell University ILR

A Framework for Building Organizational Inclusion



Report from
The 1998 Alice and Richard Netter
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At a time when notions of workplace fairness have evolved from Title VII and Affirmative Action to valuing differences and from managing diversity to building inclusion, workplace practitioners, policy-makers and scholars are faced with a perplexing question: *What will an inclusive workplace look like when it's achieved?*

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Prepared by: Tammy Bormann and Susan Woods



A NOTE TO THE READER

Recognition and understanding of workplace diversity as a distinct component of organizational life are built on the pioneering work of leading diversity consultants and scholars: Elsie Y. Cross, Roosevelt Thomas, Kaleel Jamison, Taylor Cox, Lee Gardenswartz and Anita Rowe, among many others. In the last decade, the field of workplace diversity has undergone remarkable development and growth. We have seen the meaning of diversity within the context of the workplace expand "beyond race and gender" to encompass a full spectrum of differences and similarities. Today, the roles of diversity policy makers and practitioners are frequently distinguished from EEO and Affirmative Action responsibilities. While diversity awareness training remains an essential element of a comprehensive diversity initiative, the work of the diversity practitioner is expanding beyond training and awareness to encompass facilitation and leadership of organizational culture change. In some organizations, diversity policy makers are included at the strategic level of organizational thinking.

Amidst the seeming dichotomy between social justice concerns and bottom-line business justifications is a growing appreciation for enhancing organizational capability through diversity. Current research documents the significance of workplace diversity for organizational strategy and performance. David A. Thomas and Robin J. Ely make this argument most effectively in their article *Making Differences Matter: A New Paradigm for Managing Diversity* (HARVARD BUSINESS REVIEW, September-October 1996).

Consistent with these developments, current research is laying the framework for establishing recognition of the work of diversity practitioners as a profession. The *1996-1997 Diversity Practitioner Study* conducted by the American Institute for Managing Diversity offers a job function and skill analysis of practitioners who manage the diversity initiative within organizations. The Workplace Diversity Network has collaborated with a research study by WorkWorlds' Human Resources Corporation and Huff, Carver, Villani & Associates that utilizes behavioral event interview techniques to identify core competencies of recognized diversity leaders. The function and skill analysis defines the job; the core competencies identify qualities of individuals who will most likely perform well in the job. Studies like these can be used in the HR process for selection; compensation and rewards; training; development; succession planning; performance management; and career planning for diversity professionals. As the research is unfolding, diversity leadership competency extends beyond the diversity practitioners to a generalized responsibility of leadership throughout the organization from the Board and CEO levels, and cascading down, straight through the organization.

A Framework for Building Organizational Inclusion contributes to this theoretical evolution by advancing the notion of systematic, organizational inclusion. It summarizes the findings of the 1998 Richard and Alice Netter Labor-Management-Public Interest Seminar, sponsored by Cornell University ILR and the National Conference for Community and Justice. The focus here is neither on the meaning of diversity nor the work of diversity professionals, but rather on the organization itself and the practices, structures and values that constitute it. This paper reports the outcomes of the 1998 Netter Seminar collaborative thinking process designed to advance our understanding of what

makes a workplace inclusive. It presents a listing of attributes, or qualities, that identify inclusive workplaces along with suggested policies and practices that support these attributes. The premise is twofold: 1) diversity is a valuable resource for organizational achievement, especially in operating environments that require collaboration, constant change, innovation and continuous improvement in performance; and 2) claiming the potential of diversity requires organizational inclusion.

This working paper is offered to further the dialogue on inclusion. The next phase in advancing this process will be to verify the ideas presented here. We invite readers to share their reflections on this work and to complete and return the survey located at the conclusion of this document.

NETTER SEMINAR ORGANIZATION AND PURPOSE

The 1998 Netter Seminar brought together organizational leaders, workplace practitioners and trainer/educators from public, private and non-profit organizations as well as academia to explore the question: *What will an inclusive organization look like when it's achieved?*

THE 1998 NETTER SEMINAR DESIGN

<i>Day 1</i> INCLUSION	<i>Day 2</i> ATTRIBUTES & POLICY OPTIONS	<i>Day 3</i> MEASUREMENT
Explore the meaning of inclusion from personal and interpersonal perspectives	Explore the meaning of inclusion from an organizational perspective by identifying the organizational <i>Attributes of Inclusion</i> For each <i>Attribute</i> , identify potential <i>Policy or Practice Options</i>	Discuss the development of measurement strategy by determining appropriate indicators and measurements <u><i>Measurement Strategies</i></u>
	Attribute ⇔ Policy/Practice Options Attribute ⇔ Policy/Practice Options Attribute ⇔ Policy/Practice Options	Process Measures Outcome Measures Feedback Measures

Drawing on personal and professional experience with diversity, seminar participants worked to articulate a framework for understanding inclusion in organizations. Our inquiry began by inviting participants to consider their perceptions of inclusion from an experiential and subjective viewpoint. Discussion progressed from an exchange of personal and interpersonal experiences to a consideration of the qualities or conditions of organizational life which participants perceived as inclusive. The seminar design for

building the framework was structured in three steps. First, we worked to identify *organizational attributes of inclusion*, the term used to describe intended organizational outcomes. Secondly, we identified policy and practice options to support achievement of those outcomes. Thirdly, we discussed measurement strategy.

This working paper is offered as a thought-starter to further the dialogue on organizational inclusion. It is intended to be neither exhaustive nor prescriptive. It reports the thinking of the seminar participants as shared through group discussion as well as the reflections of subsequent reviewers. We invite the reader to consider these ideas, to respond and add to them. Our hope is that this working paper will serve as a catalyst for further discussion and inquiry as we continue learning about the potential of diversity to enhance organizational performance while creating workplace environments that reject discrimination and create unbiased opportunity for achievement and advancement.

DIVERSITY AND INCLUSION

Diversity and inclusion are terms frequently used together. *For the purposes of the Netter Seminar, diversity describes the spectrum of human similarities and differences. Inclusion, on the other hand, describes the way an organization configures opportunity, interaction, communication, information and decision-making to utilize the potential of diversity.* Achieving inclusion means creating the structures, policies and practices in organizational life that recognize more than one view and signal the importance of learning from differences. Inclusion refers to the systemic nature of an organization. Inclusion is not necessarily limited to the way an organization deals with employees; it may refer to interactions with customers and clients, partners, vendors, suppliers, and subcontractors as well.

We began by recognizing that organizations could be diverse without being inclusive. By broadening recruitment and improving retention organizations could achieve greater diversity, expanding the differences and similarities represented by those who comprise it. The way interactions are structured, however, could exclude acknowledgement of any but the predominate group's perspectives and concerns and be, thus, non-inclusive.

In discussions of diversity, the focus is often personal and interpersonal. Applying our interpretation of inclusion, the focus becomes organizational and holistic. We worked from the premise that organizations that achieve inclusion would invite the synthesis of ideas, knowledge and perspectives. In doing so, inclusive organizations would encourage collaboration, support problem solving and promote creativity, flexibility and responsiveness to change. As we used these terms, an organization could have inclusive internal policies and practices without being diverse. However, the potential of its inclusion to enhance organizational effectiveness would be limited by the extent of the organization's diversity. Without diversity, vision is narrowed. Pursuing high standards for workplace fairness and organizational effectiveness requires both diversity and inclusion.

AN INCLUSIVE ORGANIZATION IS ONE THAT . . .

To establish a working understanding of inclusion, seminar participants were asked to complete the phrase: *An inclusive organization is one that—*. They identified 12 qualities or *attributes* that describe workplace inclusion. We purposefully omitted numbering so that readers may assign their own priorities to these attributes.

Attributes Of Inclusive Organizations

- ☐ Demonstrated Commitment to Diversity
- ☐ Holistic View of the Employees and the Organization
- ☐ Access to Opportunity
- ☐ Accommodation for Diverse Physical & Developmental Abilities
- ☐ Equitable Systems for Recognition, Acknowledgement & Reward
- ☐ Shared Accountability and Responsibility
- ☐ 360° Communication and Information Sharing
- ☐ Demonstrated Commitment to Continuous Learning
- ☐ Participatory Work Organization and Work Process
- ☐ Recognition of Organizational Culture and Process
- ☐ Collaborative Conflict Resolution Processes
- ☐ Demonstrated Commitment to Community Relationships

LINKING ATTRIBUTES WITH POLICY AND PRACTICE OPTIONS

Having established organizational attributes of inclusion, seminar participants identified the organizational policies and practices necessary to achieve each attribute and thereby create an inclusive workplace. What follows represents the beginning of a thought process for linking policy and practice options with each of the identified attributes of inclusion.

☐ **Attribute: Demonstrated Commitment to Diversity**

In an inclusive organization, visible and invisible heterogeneity is present throughout all departments and at all levels of responsibility. Human differences and similarities are welcomed, valued and utilized at all levels across all formal and informal organizational systems.

Policy and Practice Options

- The organization includes diversity in the formulation and statement of mission, values and goals. The organization clearly articulates the contribution of diversity to the achievement of desired performance outcomes and helps employees understand the meaning of diversity within the organizational context.
- The organization develops, implements, and continually assesses a detailed plan to establish, maintain and benefit from a workforce that reflects existing and emerging dimensions of diversity.
- The organization actively employs equal opportunity and affirmative action practices to attract and retain a diverse workforce; engage diverse supplier and vendor networks; and build a diverse customer base.
- The organization utilizes a wide variety of recruitment and outreach strategies to ensure contact and engagement with diverse communities, constituencies and stakeholders.
- The organization establishes and utilizes focus groups, diversity councils, employee networks and other inclusive means to inform, support, monitor and evaluate formal and informal “people systems.”
- Employees at all levels of responsibility participate in the evaluation of the formal “people systems.”
- The organization’s non-discrimination and diversity awareness and education efforts are complemented by the existence of recognized employee networks or affinity groups to voice the perceptions and needs of diverse constituencies, engage participation in policy design and problem-solving and provide mutual support.
- The organization provides and values effective education programs that address present and emergent issues of human diversity within the organization for employees at all levels of responsibility.
- The organization ensures job responsibilities accurately reflect work performed and that performance assessment strategies are equitable, measurable, and understandable to both employees and managers.
- The organization establishes criteria for identifying traditional and non-traditional employee skills, aptitudes and assets.

- The organization analyzes employee turnover rates through numerical data and exit interviews to identify organizational gaps, challenges and weaknesses. Organizational leaders at all levels collaborate with employees to design strategies to address identified gaps, challenges and weaknesses.



☐ **Attribute: Holistic View of Employees**

An inclusive organization is one in which all employees are viewed and respected as whole persons with identities and family lives which extend beyond the organization and, to the greatest extent appropriate, are free to behave truthfully in the work environment.

Policy and Practice Options

- The organization publishes an explicit value statement that defines respect, dignity and a code of ethical conduct for all employees. Employees at all levels are held accountable for upholding these values and codes in the workplace and when dealing with vendors, suppliers, subcontractors, partners, customers and clients.
- The organization provides flexible work arrangements (flex time, job sharing, telecommuting, part-time work options, compressed work-weeks, flexible leave policies) that support the “whole lives” of employees.
- The organization has well-defined, effectively enforced non-discrimination and harassment policies.
- Non-discrimination and harassment policies are supported by on-going, formal and informal employee education, that addresses issues of diversity and non-discrimination and successfully moves employees from “unconscious incompetence to unconscious competence” regarding issues of diversity. Such efforts may include awareness training; skills for cross-cultural communications, conflict resolution and teamwork; legal rights; mentoring; coaching; newsletters; networking, community service, among others.
- The organization provides a comprehensive set of benefits that acknowledge the diversity and wholeness of each employee and employee commitments beyond the workplace, such as domestic partner benefits, child-care resources, elder care, health care options, Employee Assistance Programs, on-site concierge services.
- The organization provides a “mutual orientation” experience to enable newly hired employees and their supervisors to learn about one another and the organization.



☐ **Attribute: Access to Opportunity**

An inclusive organization is one that creates a professionally nurturing environment in which all employees have equitable access to opportunities for personal and professional growth.

Policy and Practice Options

- The organization develops and implements systematic approaches to support the professional growth of all employees at all levels.
- The organization provides continuing education and training opportunities for all employees at all levels.
- The organization designs and implements formal coaching and mentoring programs for employees. Managerial performance evaluations examine the effectiveness of coaching and mentoring strategies.
- Professional development and managerial training are objectives included in organizational operating plans and individual goal statements. Performance evaluations include criteria regarding the achievement of professional development objectives.
- Criteria for managerial performance appraisals and compensation include the advancement and career development of the manager's employees.
- The organization maintains an open application process. Employees are invited to nominate themselves for internal job and promotion opportunities.
- All job openings and promotion opportunities are advertised and communicated throughout the organization in various media.
- The organization supports cross training by providing internal internships for employees.



☐ **Attribute: Accommodation of Diverse Physical and Developmental Abilities**

An inclusive organization is one that opens opportunity to persons with diverse physical and developmental abilities by offering effective adaptations in the workplace to eliminate barriers to work performance and workplace participation.

Policy and Practice Options

- The organization implements a policy that specifically prohibits discrimination in provision of services, hiring, promotion or other employment practices on the basis of physical or developmental abilities and characteristics.

- The organization views physically challenged persons as competent, multi-dimensional, whole individuals and rejects victim stereotypes.
- The organization models and expects respectful language among all employees and between employees and customers.
- The organization provides customer applications; personnel forms and interview procedures; and written hiring information in alternate forms such as Braille and large print.
- The organization encourages employees who are physically challenged to form support groups.
- The organization provides educational programs that promote better understanding and teach communication modes or languages such as American Sign Language. These programs are provided to all interested employees.
- The organization welcomes the perspectives of physically challenged employees when they identify discriminatory business policies, practices and behaviors or when they provide information on new technologies to support physically challenged persons in the workplace.
- The organization actively recruits physically challenged persons for all vacant positions and supports them in pursuit of advancement opportunities.
- The organization works with physically challenged employees to determine whether reasonable accommodations can provide accessibility to particular positions.
- The organization provides communication devices and systems that enable employees to interact with one another. Sign language and oral interpreters are easily accessible for all meetings and customer service needs.
- The organization removes physical barriers (e.g., lowering customer service windows, providing Braille wording and numbering on signs and elevators, installing TTY's and ramps) to enable all employees and customers to move about and interact freely without asking for assistance.



☐ **Attribute: 360° Communication and Information Sharing**

An inclusive organization is one in which communication and information flow from all directions, in all directions and across all levels of responsibility.

Policy and Practice Options

- An inclusive organization fosters a work environment in which employees at all levels share knowledge; solicit and receive constructive feedback and employ active listening techniques.
- To the extent possible, all employees are encouraged to provide input into decisions. Once made, decisions are communicated clearly to all employees.
- Employees are informed and knowledgeable of organizational goals, operating environments and performance outcomes.
- Employees have equitable access to e-mail and other electronic communications systems.
- The organization maintains on-going priority on training and skill development in communication and dialogue for employees at all levels.
- Job openings and promotion opportunities are communicated through all the available internal communication devices, both formal and informal.



☐ **Attribute: Equitable Systems of Recognition, Acknowledgement & Reward**

An inclusive organization establishes systems to recognize, acknowledge and reward the diverse contributions and achievements of employees at all levels of responsibility.

Policy and Practice Options

- The organization has established systems to assess, recognize, acknowledge and reward diverse forms of excellence and achievement. These systems emphasize accountability on the part of those who assess achievement.
- The organization's rewards provide both intrinsic and extrinsic benefits: monetary; promotional including vertical and horizontal advancement based on performance, ability and potential; public recognition as with certificates and commendations; private recognition; and personal benefits like educational opportunities, sabbatical leaves for study, professional development opportunities to support continued achievement.

- The organization reflects inclusion goals in performance measurement and "ethically based productivity" targets.
- The organization consults with employees in the design and assessment of recognition, acknowledgement and reward systems.



☐ **Attribute: Shared Accountability and Responsibility**

An inclusive organization is one in which accountability and responsibility to uphold organizational values and achieve clear organizational goals and objectives in a mutually respectful work environment is shared by employees at all levels and reflected in relations with customers and clients, vendors, suppliers, partners and subcontractors as well.

Policy and Practice Options

- The organization provides orientation for all new employees to explicitly describe organizational goals and values and explicitly define the meaning of "respectful work environment" and "respectful working relationships." Orientation is not limited to employees but may extend to customers and clients, partners, vendors, suppliers, and subcontractors as well.
- The entire organization reviews, engages comment and aligns all employees with organizational values, goals and objectives on an on-going basis.
- The organization utilizes formal and informal mentoring and coaching programs to support alignment with values, goals and objectives.
- Employee performance review processes reflect the expectation of accountability for achieving objectives while upholding values.
- Employees who achieve organizational goals and objectives while visibly upholding organizational values ("walking the walk") are recognized and rewarded through year-end bonuses, growth opportunities, public and private acknowledgement and other appropriate reward strategies.
- The organization tracks promotions demographically and holds managers and other organizational leaders responsible for alignment, performance, achievement and succession planning within their groups.



☐ **Attribute: Demonstrated Commitment to Continuous Learning**

An inclusive organization acknowledges that every employee is a learner and teacher and creates a flexible, fluid organizational culture that prioritizes continuous, collaborative, cross-organizational learning.

Policy and Practice Options

- The organization promotes creative thinking by respecting and utilizing the diverse talents, expertise and gifts of all employees.
- The organization respects and learns from the diverse talents of its employees and provides cross-functional training opportunities so employees may learn with and from one another.
- The organization employs a fluid, participatory decision-making process that values the input, gifts and expertise of all employees.
- The organization's decision-making process accepts disagreement but requires commitment to final decisions.
- The organization takes time to reflect upon and learn from its experiences, both failures and successes, and translates learning into action.
- The organization develops *connected learning* or the agility to translate, transfer, and build upon learning from one aspect, unit or division to another in all directions: up, down and sideways.
- The organization provides professional training and development for employees at all levels.
- The organization establishes systems for succession planning and career development and continually assesses the effectiveness of these systems.
- The organization provides educational reimbursement for employees at all levels.



☐ **Attribute: Participatory Work Organization and Work Process**

An inclusive organization is one that recognizes the traditional and non-traditional skills, aptitudes, educational experiences, bases of knowledge, personal potential and life experiences of each employee and structures work organization and processes to utilize these diverse skills.

Policy and Practice Options

- The organization establishes systems for hiring, professional development, assessment, promotion and re-assignment that recognize and value traditional and non-traditional employee qualifications and assets.
- The organization welcomes, values and supports employee-driven initiatives.
- The organization establishes avenues of communication and involvement through which all employees can recommend changes, improvements and enhancements to existing work processes.
- The organization holds managers accountable for collaborating with employees to review work process recommendations and determine those which merit implementation. These same manager/employee collaborations are responsible for overseeing and evaluating the effectiveness of new work processes.
- The organization encourages and empowers employees to participate in solving their own problems.



☐ **Attribute: Recognition of Organizational Culture and Process**

An inclusive organization is one that acknowledges the existence of an explicit and implicit organizational “culture” and continuously seeks to align this culture to support organizational values and the synthesis of divergent perspectives.

Policy and Practice Options

- The organization defines its culture by explicitly stating its values along with the organizational behaviors and practices that support the synthesis of divergent perspectives and enhance organizational values.
- The organization embraces organizational norms and practices that support collaboration, encourage learning from difference, and enable the synthesis of diverse perspectives in decision-making.
- The organization continually examines and evaluates the processes and procedures for decision-making, problem-solving, communication, information-sharing, interaction, work organization, learning and innovation to ensure consistency with diversity goals.

- The organization establishes the expectation that all employees will respect and uphold organizational values through their behaviors and work practices and develops leadership capability at all organizational levels to promote or reinforce desired norms.
- Employees at all levels whose behavior and practices are inconsistent with organizational values are subject to disciplinary action up to and including termination.
- The organization provides formal opportunities like annual meetings, training sessions, or “town hall” meetings which enable every employee to learn about, respond to and align with the organization’s stated values and expected behaviors.
- Organizational leaders establish and sustain accessible, authentic procedures through which all employees engage in continuous reflection, assessment, critique and enhancement of the organizational culture to ensure that it is respectful, open, and aligned with organizational values. Such procedures might include using computer technology, 360° communication and open-door office policies.
- The organization provides sanctioned networking opportunities that enable employees to engage in a mutually beneficial, continuous learning process regarding their own identities, world views and life experiences and the impact of these on the forms, function and culture of the organization.



☐ **Attribute: Collaborative Conflict Resolution Processes**

An inclusive organization values and utilizes progressive conflict resolution procedures that empower employees at all levels, across all departments, to work collaboratively to solve problems, resolve interpersonal conflicts and achieve mutually satisfying dispute resolutions.

Policy and Practice Options

- The organization establishes and upholds a system of progressive conflict resolution procedures that begin with collaborative problem-solving, encourage the exploration of issues from multiple points of view, and culminate in a clear and assessable grievance process. The organization provides support services to encourage conflict resolution such as neutral consultation or ombudsperson, peer coaching, and third party facilitation/mediation assistance.
- The organization provides effective, periodic training in collaborative conflict resolution techniques for employees at all levels. All new hires are required to participate in conflict resolution training as part of their orientation process.

- The organization empowers employees at all levels to use collaborative conflict resolution techniques to solve interpersonal and intergroup problems in the work environment before resorting to formalized third party mediation and fair and legitimate grievance procedures.
- The organization sanctions the use of self-facilitated, collaborative conflict resolution processes when conflicts arise between employees at the same level of responsibility and between employees at differing levels of responsibility and leadership.
- Conflict resolution processes are available, legitimate and consistent throughout all levels of the organization.



☐ **Attribute: Demonstrated Commitment to Community Relationships**

An inclusive organization functions as a responsible citizen neighbor by forging constructive alliances with local government, schools and community based organizations and professional associations to expand outreach to diverse communities, widen opportunity, enhance access or promote understanding to overcome prejudice and bias.

Policy and Practice Options

- The organization develops a policy statement about its responsibility to the community and details arenas for community outreach and involvement such as volunteerism in K-12 programs; school-to-work initiatives; co-operative programs with local secondary and post-secondary schools; community development efforts.
- The organization develops community initiatives in partnership with the communities addressed, collaborates on the design and delivery of community initiatives, and follows through with consistent internal change initiatives, recruitment and access strategies.
- The organization assesses its impact on the local environment and local community to identify strategies to enhance positive impacts and decrease or control negative impacts.
- The organization supports the community involvement of its employees through provisions like release time and recognition for community service efforts, among others.
- The organization displays persistent curiosity and concern for the needs and challenges of its external communities, including stakeholders, local community, shareholders, vendors, suppliers, and partners.

- When assessing a new site, the organization considers resources available to meet the needs of its current and future employees, suppliers, customers and shareholders.
- The organization expresses its commitment to the local community through priority contracting, profit/resource sharing with community organizations, and targeting investments to benefit the community.
- The organization willingly commits to membership and participation in local diversity leadership councils.
- The organization communicates consistently and effectively with its internal and external communities.



A WORD ON MEASUREMENT STRATEGY

An effective measurement strategy can be a powerful means for developing common understanding of desired culture change and for communicating objectives. Measures establish baselines from which to document progress and motivate improvement. Measurement can infuse intangible objectives with more concrete meaning. To be effective, measurement strategy should fit the context.

Susan Adler Funk, President, The Diversity Difference, presented an approach to developing measures that begins by asking: What do you want to know? Why do you want to know it? And who else should know this information? Recognizing that measurement can have several purposes, she suggested that the strategy for developing inclusion measures should be based on an understanding of the role of measurement in an organization's culture. What else is measured? How is it measured? How are measures connected to organizational goals? Measurement is a choice. Measures should be chosen strategically to yield relevant information to evaluate and drive the desired change effort. Measures should be linked to what's valued in the organization. Both qualitative and quantitative techniques for gathering information may be used.

The key is to understand the different types of measures: process, outcome and feedback. *Process measures* are used to confirm that a policy or practice was implemented. Did it occur? Was the existence and availability of the policy or practice communicated? Was it used? What percent of the employees participated in the practice?

Outcome measures are used to determine if the policy or practice had the desired effect. Developing appropriate outcome measures requires organizational change leaders to think through how the outcome of achieving a given attribute contributes to an organizational

goal. For example, what is the financial impact of reducing turnover and increasing retention among diverse employees?

Finally, *feedback measures* provide information on how inclusion efforts are perceived. Appropriate feedback measures provide information on awareness, utilization and suggestions for improvement. Are employees aware of the existence of various policies and practices? Could utilization and participation be higher? What changes could be made to increase utilization of a given policy or practice? How could employee satisfaction with a particular policy or practice be enhanced?

Susan Funk's Eight Steps for Building A Measurement Process

- 1) Define the objective of the diversity/inclusion effort.
- 2) Select an appropriate mix of process, outcome and feedback measures.
- 3) Choose both short-term and long-term measures.
- 4) Evaluate the cost/benefit of proposed measures.
- 5) Integrate selected measures into existing measurement systems.
- 6) Create baseline measurement.
- 7) Implement desired policies and practices.
- 8) Review the process, outcome and feedback measures.

Susan offered a common sense approach to measurement that encouraged seminar participants to think broadly, to seek out strategic allies within the organization and to link the measurement of inclusion to organizational goals and strategies.



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The National Conference for Community and Justice joins Cornell University ILR in thanking the 1998 Netter Seminar Advisory Committee for their ideas and support, without which this seminar would not have been possible.

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An Inclusive Workplace: Will We Know It When We Get There?

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Inclusive Workplaces: Islands of Inclusion in a Sea of Exclusion?

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Measuring the Results of an Effort to Build Inclusion: How Will We Know When We Get There?

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****A Framework for Building Organizational Inclusion is a working document and will evolve as it is reviewed and used. The ideas expressed here represent a composite of views, rather than a consensus of those persons listed above.***

The Workplace Diversity Network

The Workplace Diversity Network is a joint project of the **National Conference for Community and Justice (NCCJ)** and **Cornell University School of Industrial and Labor Relations (ILR)**. NCCJ is a leading human relations organization founded over 70 years ago to fight bias, bigotry and racism in America and **Cornell University ILR** is known for its expertise in human resources, employment and labor relations and negotiation.

The Workplace Diversity Network was created to extend "diversity learning" across work organizations and work sectors by linking diversity policy-makers and practitioners with one another and with leading resource experts in the field. The Network offers participating organizations access to the semi-annual *Network Forum* for interactive, small group exploration of emerging issues, case study presentations and current research, including the *Netter Labor-Management-Public Interest Seminar*. Network participants receive the *Network Newsletter* and *Resources for Workplace Diversity: A Practitioner's Guide to Information*, along with resource notebooks from each Network Form.

For more information, contact Tammy Bormann of NCCJ at 908/832-9781 or Susan Woods of Cornell University ILR at 716/852-4191. If you wish, visit us on line: www.ilr.cornell.edu/depts/WDN.

